

May 30, 2017

Mr. Burris,

At the May 23, 2017 budget presentation held during the City Council lunch meeting there were several questions posed by councilors that I was tasked with providing answers to. This document, and the attachments, have been prepared in response to those requests.

The following questions asked for comparison data to the 15 "Benchmark Cities" that the City of Springfield has identified (list included):

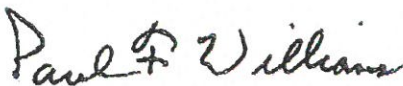
1. Part I UCR Crimes
 - While SPD has 2016 UCR data, the comparison information is from 2015, as the FBI won't publish 2016 data until the fall of 2017)
2. Authorized Sworn Strength
 - These are the budgeted positions
3. Actual sworn strength
 - This is the number of officers available as of Dec 31, 2016
4. Population
 - Current estimate from US Census data
5. Starting salary
 - For sworn officer
6. Calls for Service
 - Annual number for 2016 (or 2015 as noted)
7. Cases investigated/assigned

I have not provided an answer to this question due to the wide range of responses received, and the short (one week) turnaround. Further clarification is needed to tailor a response.

Two additional questions were asked:

8. Starting salary (for sworn officer) compared to Missouri law enforcement agencies
 - The MPCA compiled a statewide survey in the fall of 2016. I have provided a sample of that data-but the full list is available upon request.
9. Current staffing level of SPD
 - Data included as of May 23, 2017

Respectfully,



Paul F. Williams
Chief of Police

Paul F. Williams, Chief of Police
321 E. Chestnut Expressway
Springfield, Missouri 65802 • 417-864-1782 • springfieldmo.gov



Springfield
POLICE

<u>BENCHMARK CITIES</u>	<u>Population</u>	<u>Authorized Sworn</u>	<u>Authorized per 1,000 Population</u>	<u>Actual Sworn</u>	<u>Actual per 1,000 Pop</u>	<u>Starting Salary for Sworn</u>	<u>2016 Total CFS</u>
							(Dispatched + Telecom)
Abilene, TX	121,764	198	1.6	192	1.6	47,527	105,862
Amarillo, TX	198,770	375	1.9	354	1.8	50,331	138,601
Chattanooga, TN	176,588	486	2.8	425	2.4	34,118	196,067
Columbia, SC ⁽¹⁾	132,495	425	3.2	351	2.6	35,702	129,741
Columbus, GA ⁽²⁾	203,778	488	2.4	409	2.0	40,210	171,386
Evansville, IN	120,414	287	2.4	275	2.3	46,293	171,749
Fort Wayne, IN	259,712	460	1.8	444	1.7	47,758	175,422
Grand Rapids, MI	195,268	292	1.5	292	1.5	40,232	150,032
Huntsville, AL	190,106	429	2.3	421	2.2	40,972	205,678
Kalamazoo, MI ⁽³⁾	100,798	241	2.4	234	2.3	53,573	105,000
Knoxville, TN	185,638	416	2.2	366	2.0	35,035	243,357
Salt Lake City, UT ⁽⁴⁾	191,992	453	2.4	450	2.3	37,918	243,604
Savannah, GA	240,178	605	2.5	575	2.4	39,230	
Springfield, MO	166,860	352	2.1	320	1.9	35,214	119,414
Waco, TX ⁽⁵⁾	131,413	240	1.8	237	1.8	44,272	156,055
Wichita Falls, TX	105,186	203	1.9	198	1.9	41,700	131,924

⁽¹⁾ Columbia, SC's CFS is for 2015.

⁽²⁾ Columbus, GA's CFS is for 2015.

⁽³⁾ Kalamazoo, MI's CFS is for 2015. Kalamazoo operates a public safety department whereby all personnel are trained to perform fire, EMS and police duties. Total CFS include all calls the department responded to and is not broken down by fire/EMS/police calls.

⁽⁴⁾ Salt Lake City, UT's CFS include Officer-Initiated and Dispatch-Handled Calls.

⁽⁵⁾ Waco, TX's actual sworn personnel count is from FBI 2015 data. Their 2016 report shows 156,055 as 911 calls.

2015

15-City Benchmark UCR Data

**Abilene, TX
Amarillo, TX
Chattanooga, TN
Columbia, SC
Columbus, GA
Evansville, IN
Fort Wayne, IN
Grand Rapids, MI
Huntsville, AL
Kalamazoo, MI
Knoxville, TN
Salt Lake City, UT
Savannah, GA
Springfield, MO
Waco, TX
Wichita Falls, TX**

Note: It should also be noted that Columbus and Savannah, Georgia are still not reporting rapes by the revised UCR definition so that data was left out of the tables. The FBI does not publish arson data unless it receives data from either the agency or the state for all 12 months of the calendar year.



Uniform Crime Reporting Statistics: Their Proper Use

Since 1930, participating local, county, state, tribal, and federal law enforcement agencies have voluntarily provided the nation with a reliable set of crime statistics through the Uniform Crime Reporting (UCR) Program. The FBI, which administers the program, periodically releases the crime statistics to the public.

Usefulness of UCR Data

UCR crime statistics are used in many ways and serve many purposes. They provide law enforcement with data for use in budget formulation, planning, resource allocation, assessment of police operations, etc., to help address the crime problem at various levels. Chambers of commerce and tourism agencies examine these data to see how they impact the particular geographic jurisdictions they represent. Criminal justice researchers study the nature, cause, and movement of crime over time. Legislators draft anti-crime measures using the research findings and recommendations of law enforcement administrators, planners, as well as public and private entities concerned with crime problems. The news media use the crime statistics provided by the UCR Program to inform the public about the state of crime as it compares to the national level.

Pitfalls of Ranking

UCR data are sometimes used to compile rankings of individual jurisdictions and institutions of higher learning. These incomplete analyses have often created misleading perceptions which adversely affect geographic entities and their residents. For this reason, the FBI has a long-standing policy against ranking participating law enforcement agencies on the basis of crime data alone. Despite repeated warnings against these practices, some data users continue to challenge and misunderstand this position.

Data users should not rank locales because there are many factors that cause the nature and type of crime to vary from place to place. UCR statistics include only jurisdictional population figures along with reported crime, clearance, or arrest data. Rankings ignore the uniqueness of each locale. Some factors that are known to affect the volume and type of crime occurring from place to place are:

- Population density and degree of urbanization.
- Variations in composition of the population, particularly youth concentration.
- Stability of the population with respect to residents; mobility, commuting patterns, and transient factors.
- Economic conditions, including median income, poverty level, and job availability.
- Modes of transportation and highway systems.
- Cultural factors and educational, recreational, and religious characteristics.
- Family conditions with respect to divorce and family cohesiveness.

- Climate.
- Effective strength of law enforcement agencies.
- Administrative and investigative emphases on law enforcement.
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probational).
- Citizens' attitudes toward crime.
- Crime reporting practices of the citizenry.

Ranking agencies based solely on UCR data has serious implications. For example, if a user wants to measure the effectiveness of a law enforcement agency, these measurements are not available. As a substitute, a user might list UCR clearance rates, rank them by agency, and attempt to infer the effectiveness of individual law enforcement agencies. This inference is flawed because all the other measures of police effectiveness were ignored. The nature of the offenses that were cleared must be considered as those cleared may not have been the most serious, like murder or rape. The agency's clearances may or may not result in conviction, the ultimate goal. The agency may make many arrests for Part II offenses, like drug abuse violations, which demonstrate police activity but are not considered in the clearance rate. The agency's available resources are also critical to successful operation, so its rate of officers to population and budget should be considered. The UCR clearance rate was simply not designed to provide a complete assessment of law enforcement effectiveness. In order to obtain a valid picture of an agency's effectiveness, data users must consider an agency's emphases and resources; and its crime, clearance, and arrest rates; along with other appropriate factors.

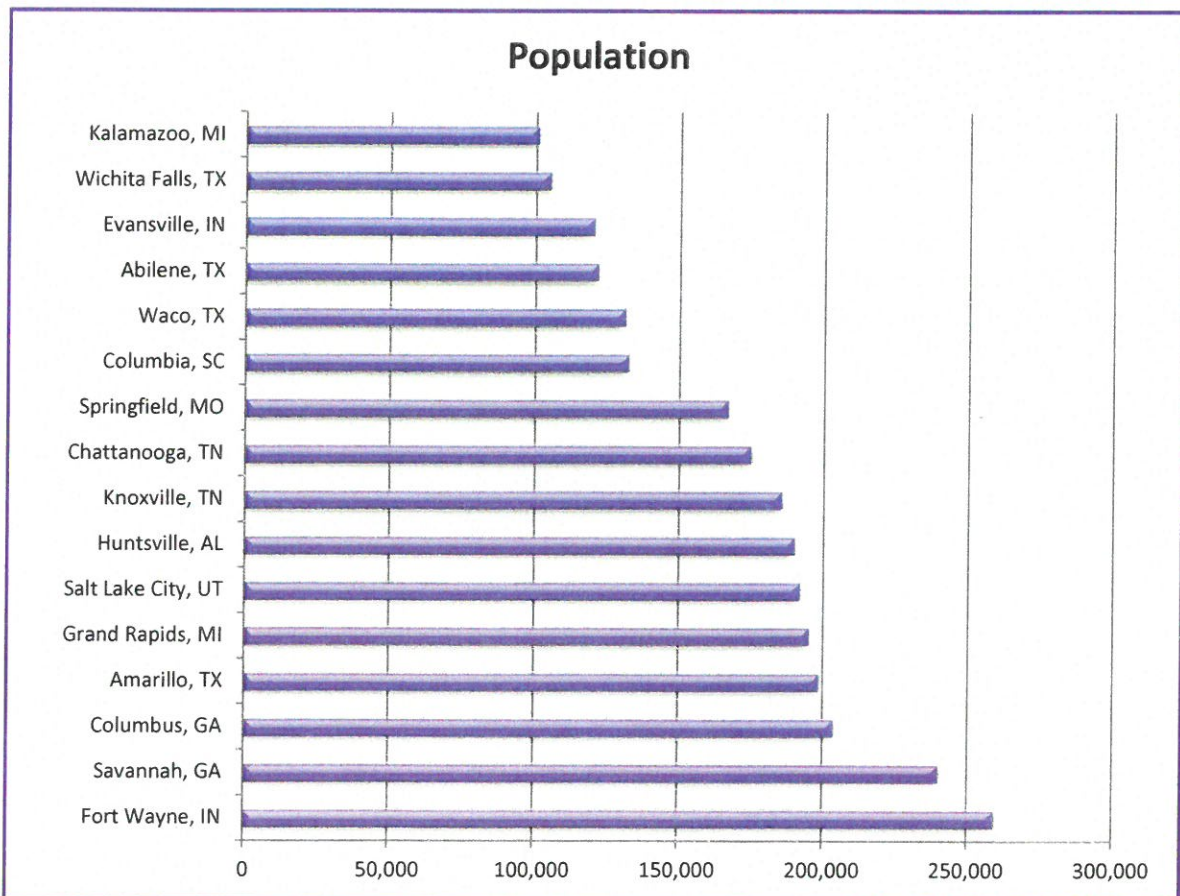
Because of concern regarding the proper use of UCR data, the FBI has the following policies:

- The FBI does not analyze, interpret, or publish crime statistics based solely on a single-dimension interagency ranking.
- The FBI does not provide agency-based crime statistics to data users in a ranked format.
- When providing/using agency-oriented statistics, the FBI cautions and, in fact, strongly discourages, data users against using rankings to evaluate locales or the effectiveness of their law enforcement agencies.

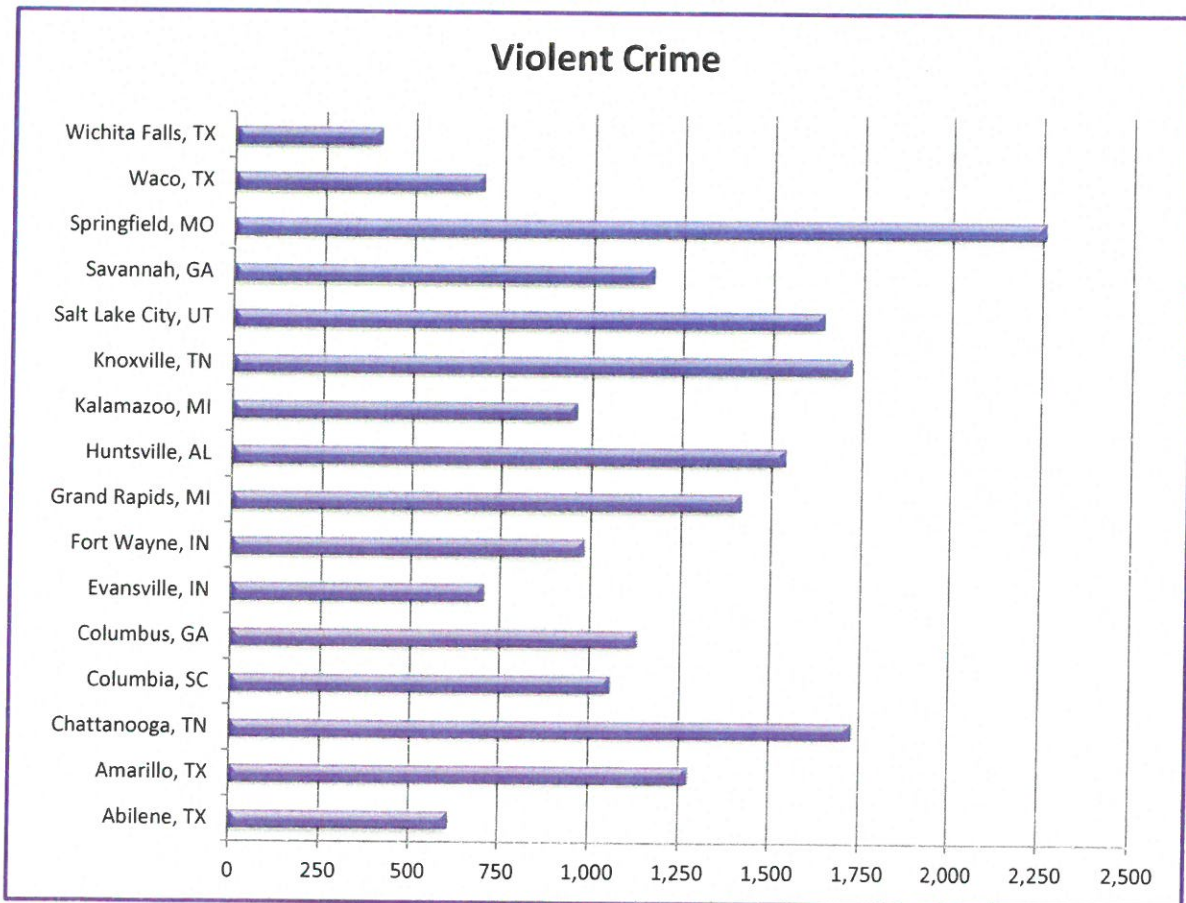
Promoting Responsible Crime Analysis

For more information about the UCR Program, visit <https://ucr.fbi.gov>. For web assistance, please contact the FBI's Crime Statistics Management Unit at (304) 625-4830.

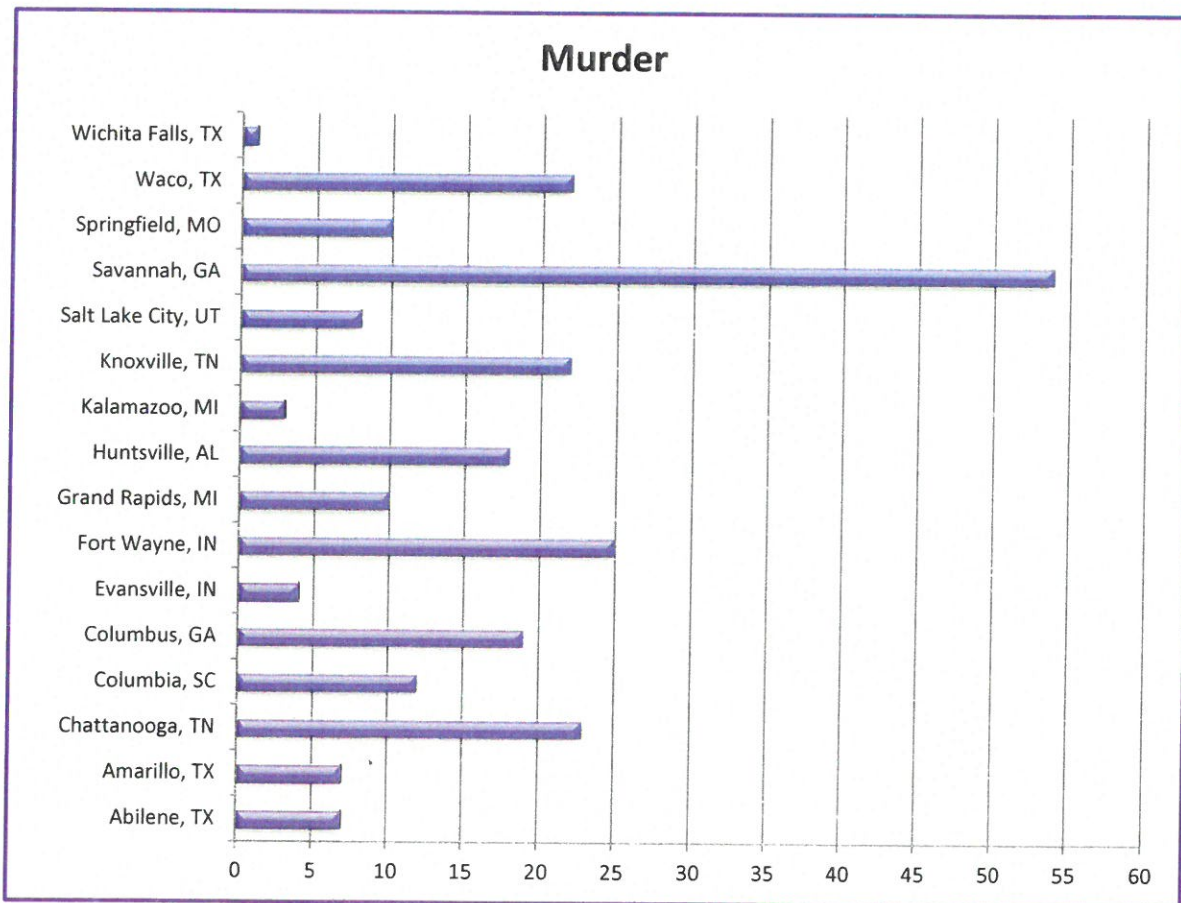
<u>2015</u>	<u>Population</u>
Fort Wayne, IN	259,712
Savannah, GA	240,178
Columbus, GA	203,778
Amarillo, TX	198,770
Grand Rapids, MI	195,268
Salt Lake City, UT	191,992
Huntsville, AL	190,106
Knoxville, TN	185,638
Chattanooga, TN	174,969
Springfield, MO	166,860
Columbia, SC	132,495
Waco, TX	131,413
Abilene, TX	121,764
Evansville, IN	120,414
Wichita Falls, TX	105,186
Kalamazoo, MI	100,798



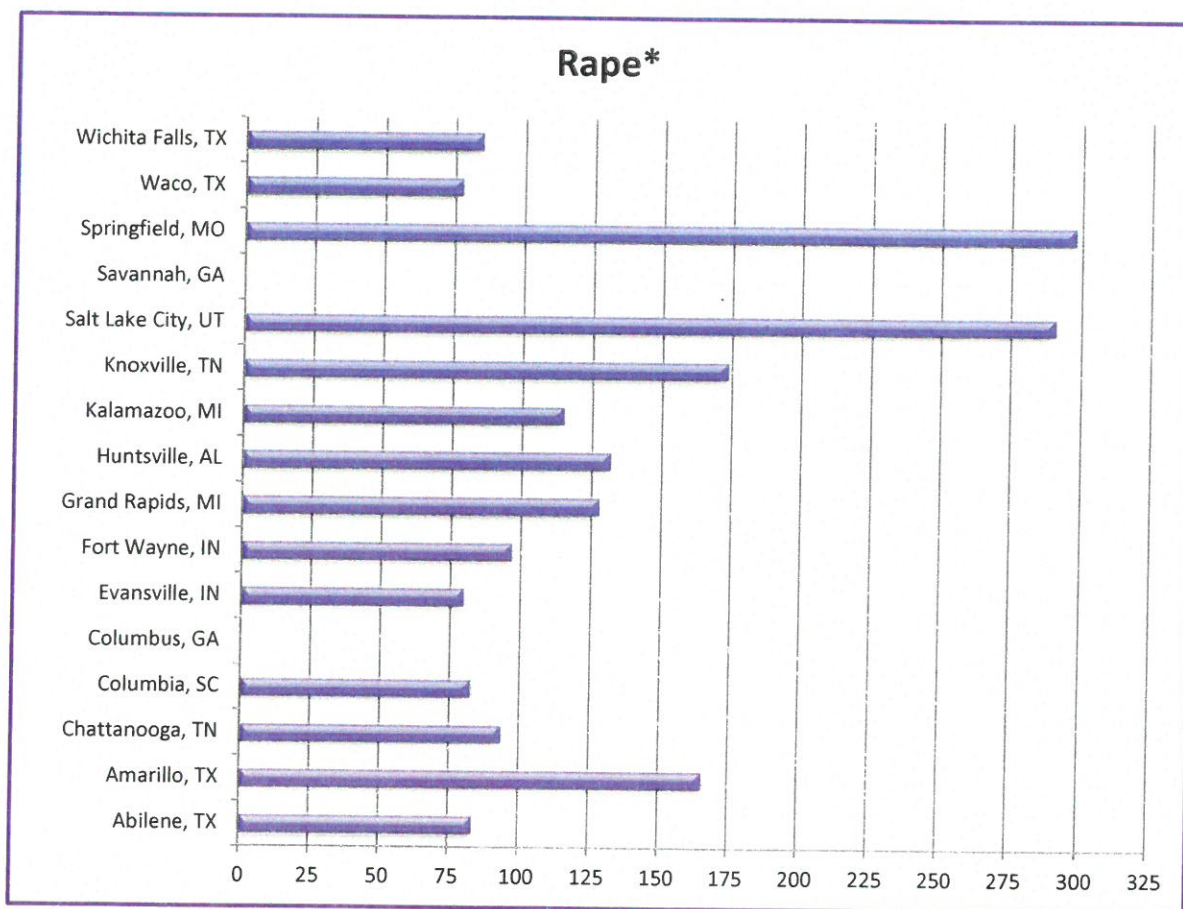
<u>2015</u>	<u>Violent Crime</u>
Abilene, TX	613
Amarillo, TX	1,278
Chattanooga, TN	1,731
Columbia, SC	1,058
Columbus, GA	1,132
Evansville, IN	708
Fort Wayne, IN	984
Grand Rapids, MI	1,420
Huntsville, AL	1,541
Kalamazoo, MI	959
Knoxville, TN	1,720
Salt Lake City, UT	1,642
Savannah, GA	1,168
Springfield, MO	2,262
Waco, TX	695
Wichita Falls, TX	406



<u>2015</u>	<u>Murder</u>
Abilene, TX	7
Amarillo, TX	7
Chattanooga, TN	23
Columbia, SC	12
Columbus, GA	19
Evansville, IN	4
Fort Wayne, IN	25
Grand Rapids, MI	10
Huntsville, AL	18
Kalamazoo, MI	3
Knoxville, TN	22
Salt Lake City, UT	8
Savannah, GA	54
Springfield, MO	10
Waco, TX	22
Wichita Falls, TX	1

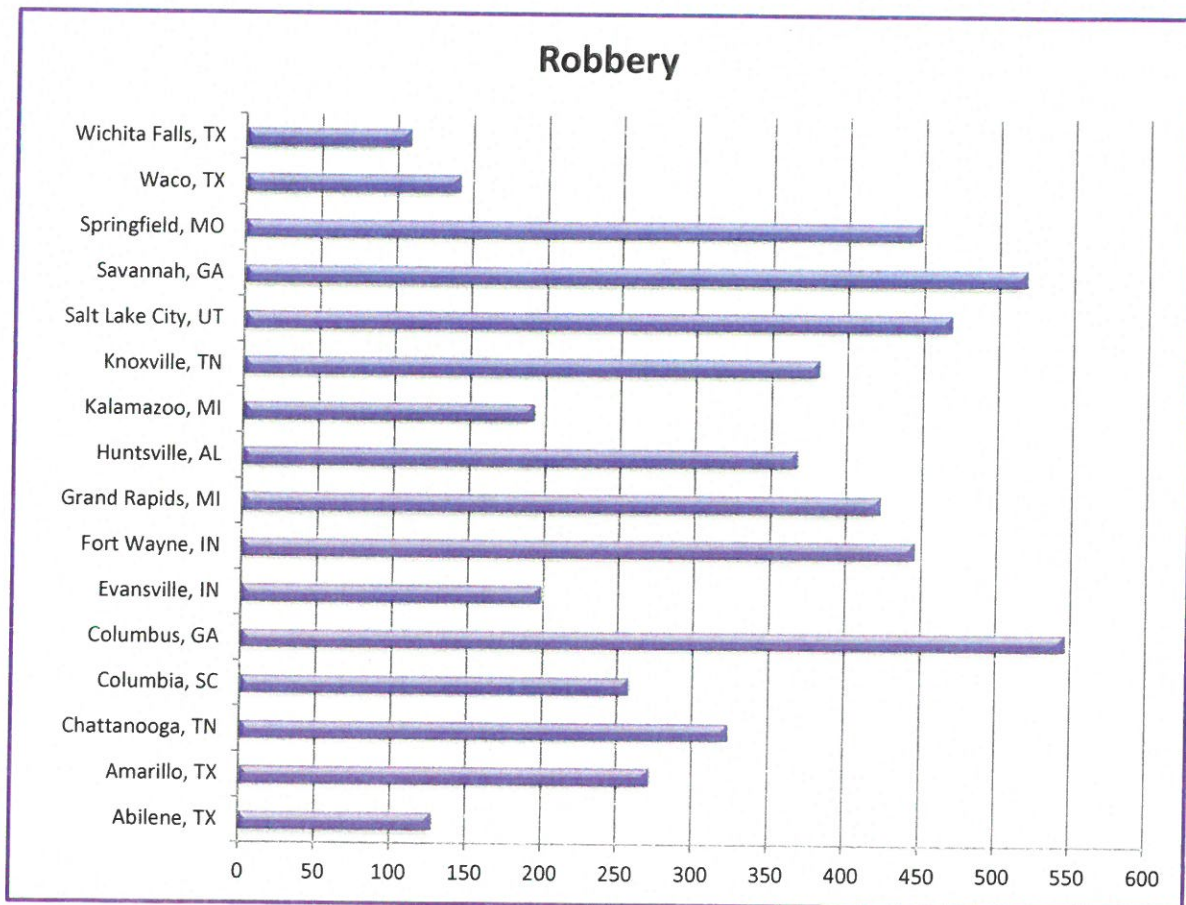


<u>2015</u>	<u>Rape*</u>
Abilene, TX	84
Amarillo, TX	166
Chattanooga, TN	94
Columbia, SC	83
Columbus, GA	-
Evansville, IN	80
Fort Wayne, IN	97
Grand Rapids, MI	128
Huntsville, AL	132
Kalamazoo, MI	115
Knoxville, TN	174
Salt Lake City, UT	291
Savannah, GA	-
Springfield, MO	298
Waco, TX	78
Wichita Falls, TX	85

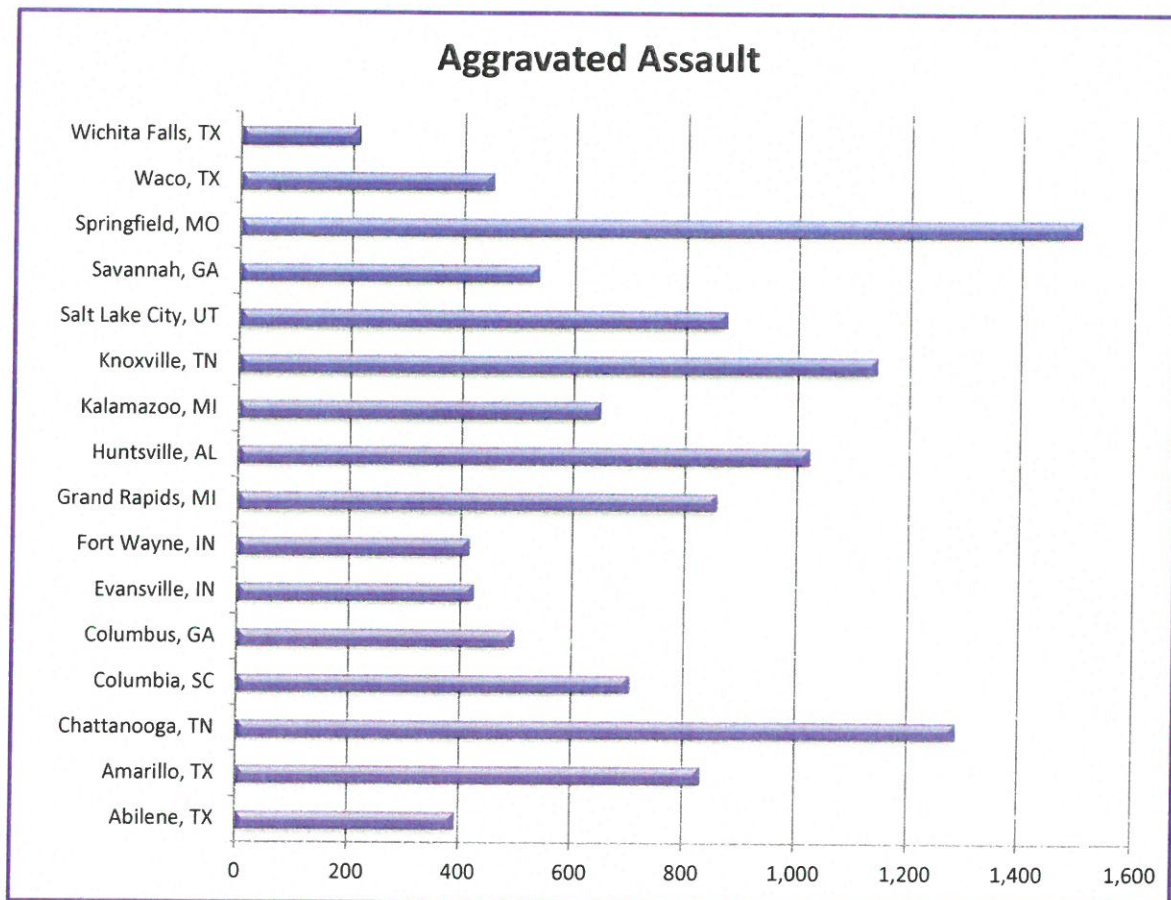


*It should also be noted that Columbus and Savannah, Georgia are still not reporting rapes by the revised UCR definition so that data was left out of the tables.

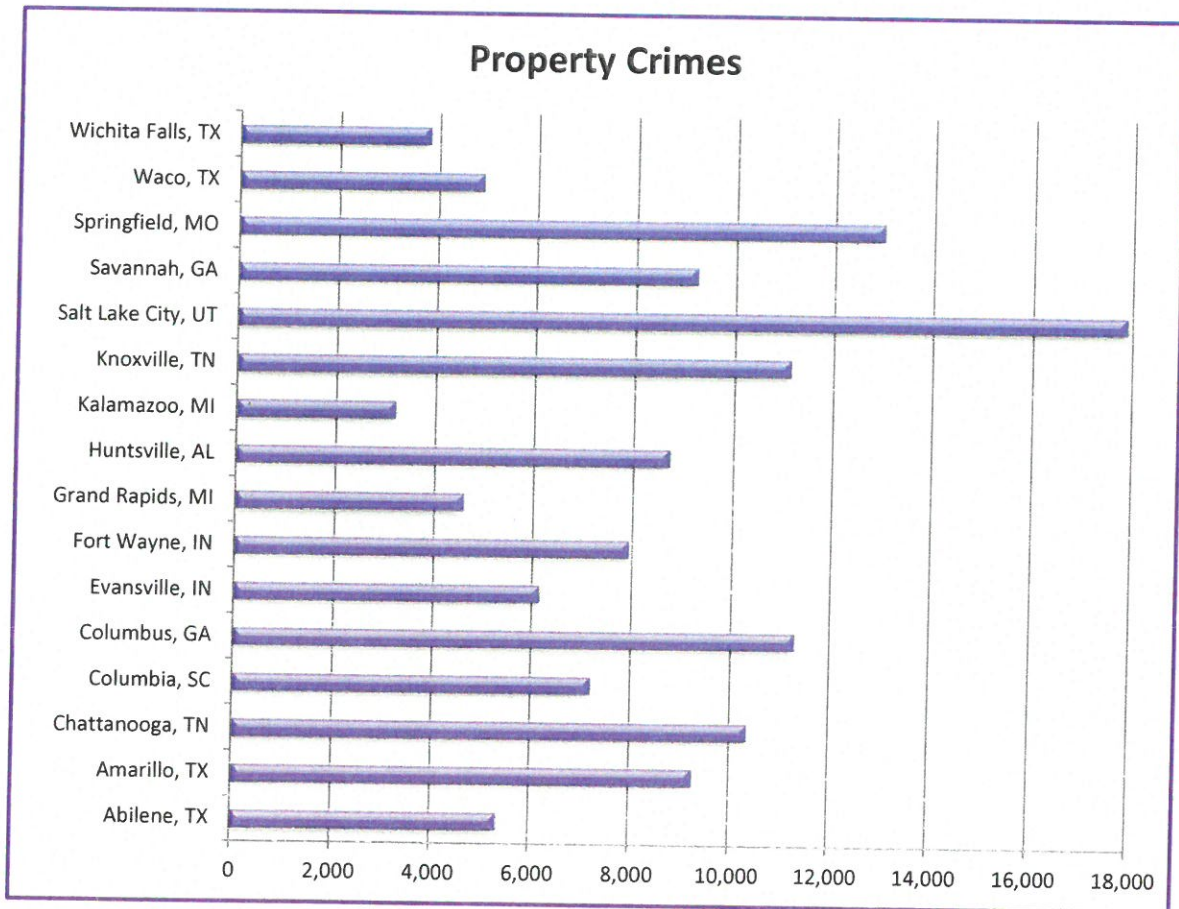
<u>2015</u>	<u>Robbery</u>
Abilene, TX	128
Amarillo, TX	272
Chattanooga, TN	324
Columbia, SC	258
Columbus, GA	547
Evansville, IN	199
Fort Wayne, IN	446
Grand Rapids, MI	423
Huntsville, AL	368
Kalamazoo, MI	193
Knoxville, TN	382
Salt Lake City, UT	469
Savannah, GA	519
Springfield, MO	448
Waco, TX	142
Wichita Falls, TX	109



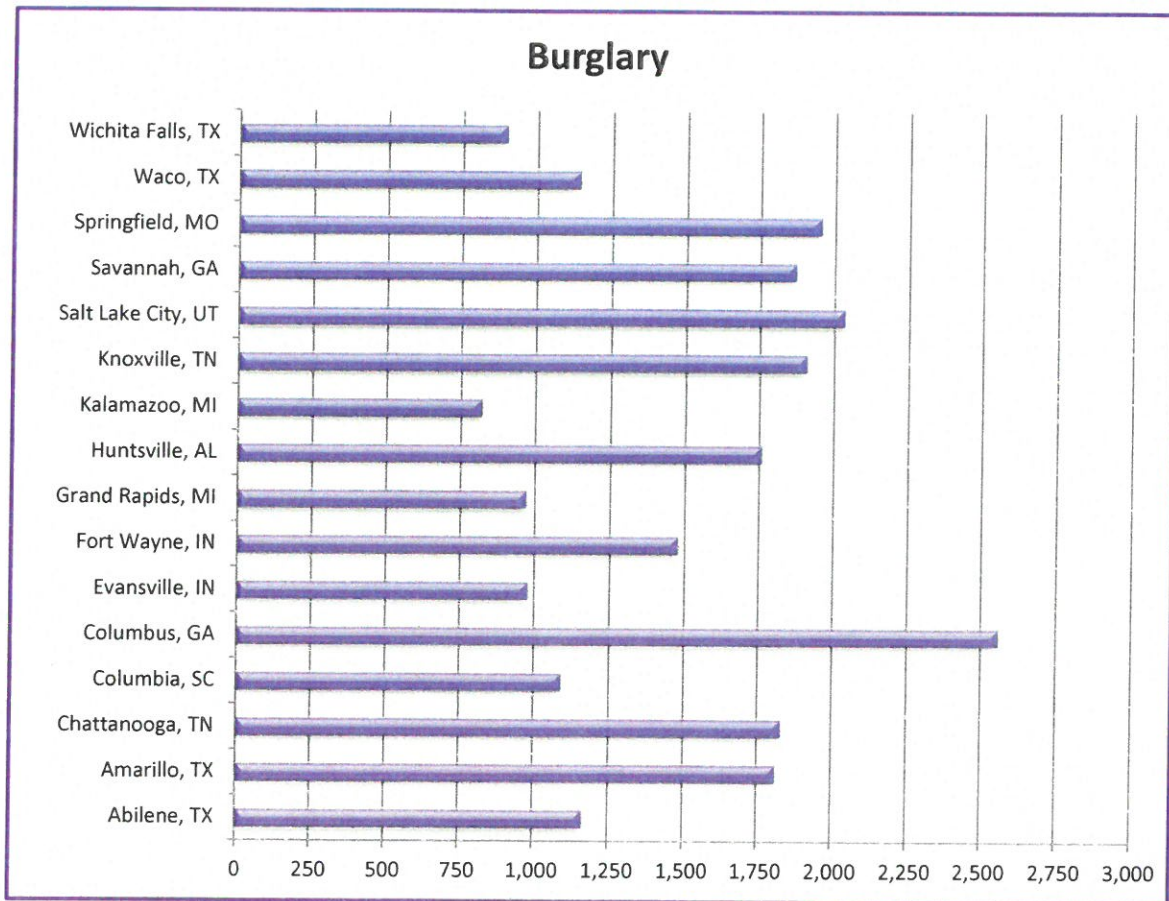
<u>2015</u>	<u>Aggravated Assault</u>
Abilene, TX	394
Amarillo, TX	833
Chattanooga, TN	1,290
Columbia, SC	705
Columbus, GA	498
Evansville, IN	425
Fort Wayne, IN	416
Grand Rapids, MI	859
Huntsville, AL	1,023
Kalamazoo, MI	648
Knoxville, TN	1,142
Salt Lake City, UT	874
Savannah, GA	536
Springfield, MO	1,506
Waco, TX	453
Wichita Falls, TX	211



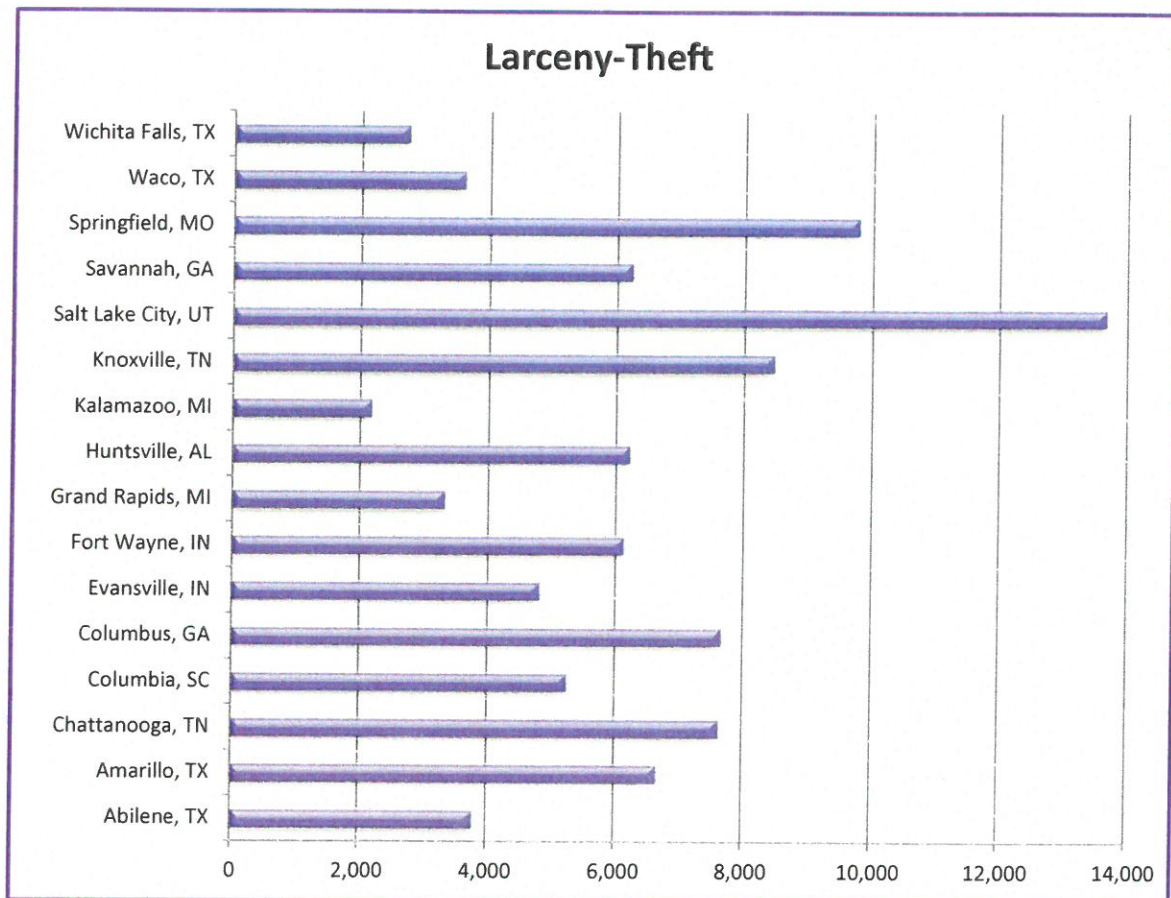
<u>2015</u>	<u>Property Crimes</u>
Abilene, TX	5,354
Amarillo, TX	9,269
Chattanooga, TN	10,356
Columbia, SC	7,204
Columbus, GA	11,295
Evansville, IN	6,162
Fort Wayne, IN	7,943
Grand Rapids, MI	4,604
Huntsville, AL	8,743
Kalamazoo, MI	3,210
Knoxville, TN	11,143
Salt Lake City, UT	17,914
Savannah, GA	9,236
Springfield, MO	13,007
Waco, TX	4,913
Wichita Falls, TX	3,821



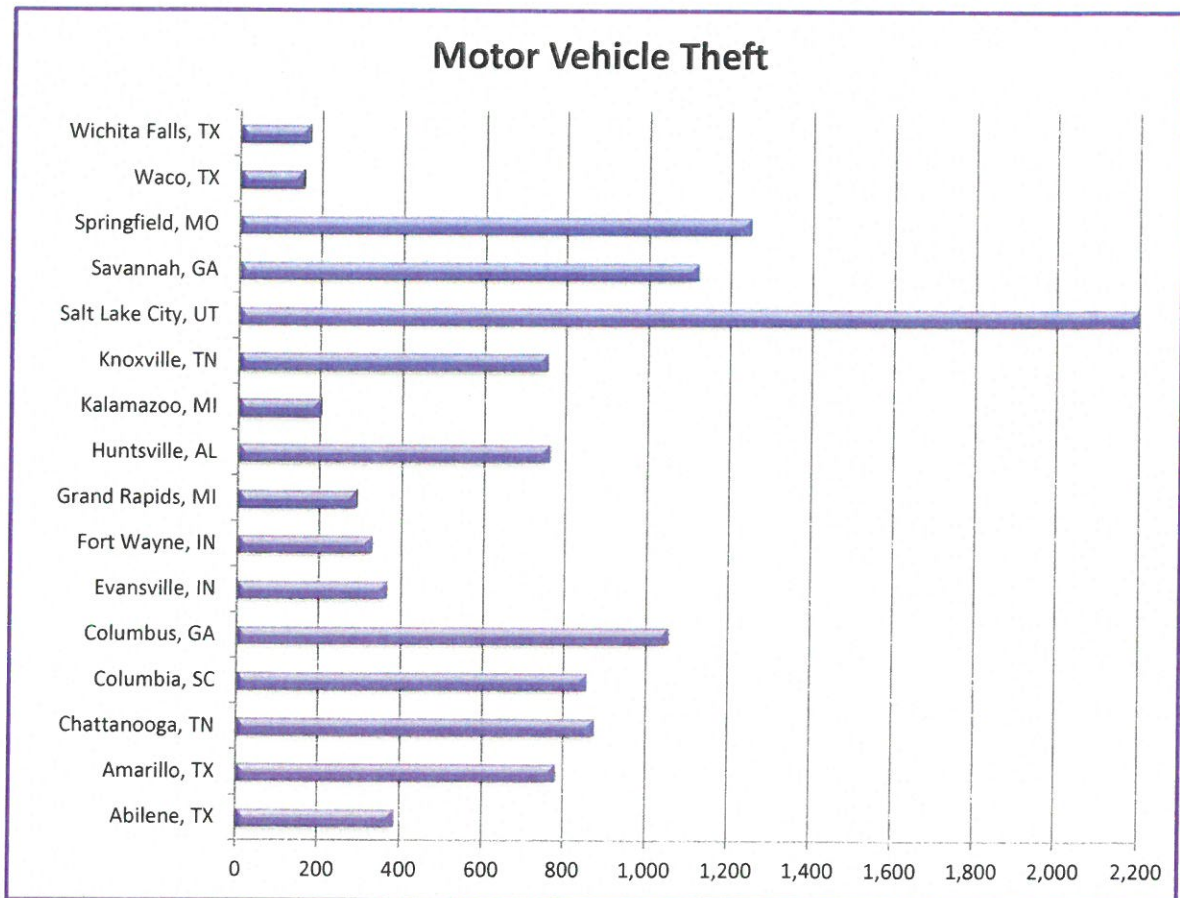
<u>2015</u>	<u>Burglary</u>
Abilene, TX	1,168
Amarillo, TX	1,815
Chattanooga, TN	1,832
Columbia, SC	1,094
Columbus, GA	2,560
Evansville, IN	980
Fort Wayne, IN	1,480
Grand Rapids, MI	974
Huntsville, AL	1,761
Kalamazoo, MI	822
Knoxville, TN	1,910
Salt Lake City, UT	2,036
Savannah, GA	1,872
Springfield, MO	1,956
Waco, TX	1,143
Wichita Falls, TX	899



<u>2015</u>	<u>Larceny-Theft</u>
Abilene, TX	3,798
Amarillo, TX	6,671
Chattanooga, TN	7,646
Columbia, SC	5,252
Columbus, GA	7,678
Evansville, IN	4,814
Fort Wayne, IN	6,131
Grand Rapids, MI	3,339
Huntsville, AL	6,219
Kalamazoo, MI	2,185
Knoxville, TN	8,477
Salt Lake City, UT	13,679
Savannah, GA	6,241
Springfield, MO	9,799
Waco, TX	3,614
Wichita Falls, TX	2,751



<u>2015</u>	<u>Motor Vehicle Theft</u>
Abilene, TX	388
Amarillo, TX	783
Chattanooga, TN	878
Columbia, SC	858
Columbus, GA	1,057
Evansville, IN	368
Fort Wayne, IN	332
Grand Rapids, MI	291
Huntsville, AL	763
Kalamazoo, MI	203
Knoxville, TN	756
Salt Lake City, UT	2,199
Savannah, GA	1,123
Springfield, MO	1,252
Waco, TX	156
Wichita Falls, TX	171



2016

15 BENCHMARK CITIES' AGENCY INFORMATION

Abilene, TX
Amarillo, TX
Chattanooga, TN
Columbia, SC⁽¹⁾
Columbus, GA⁽²⁾
Evansville, IN
Fort Wayne, IN
Grand Rapids, MI
Huntsville, AL
Kalamazoo, MI⁽³⁾
Knoxville, TN
Salt Lake City, UT⁽⁴⁾
Savannah, GA
Springfield, MO
Waco, TX⁽⁵⁾
Wichita Falls, TX

⁽¹⁾ Columbia, SC's CFS is for 2015.

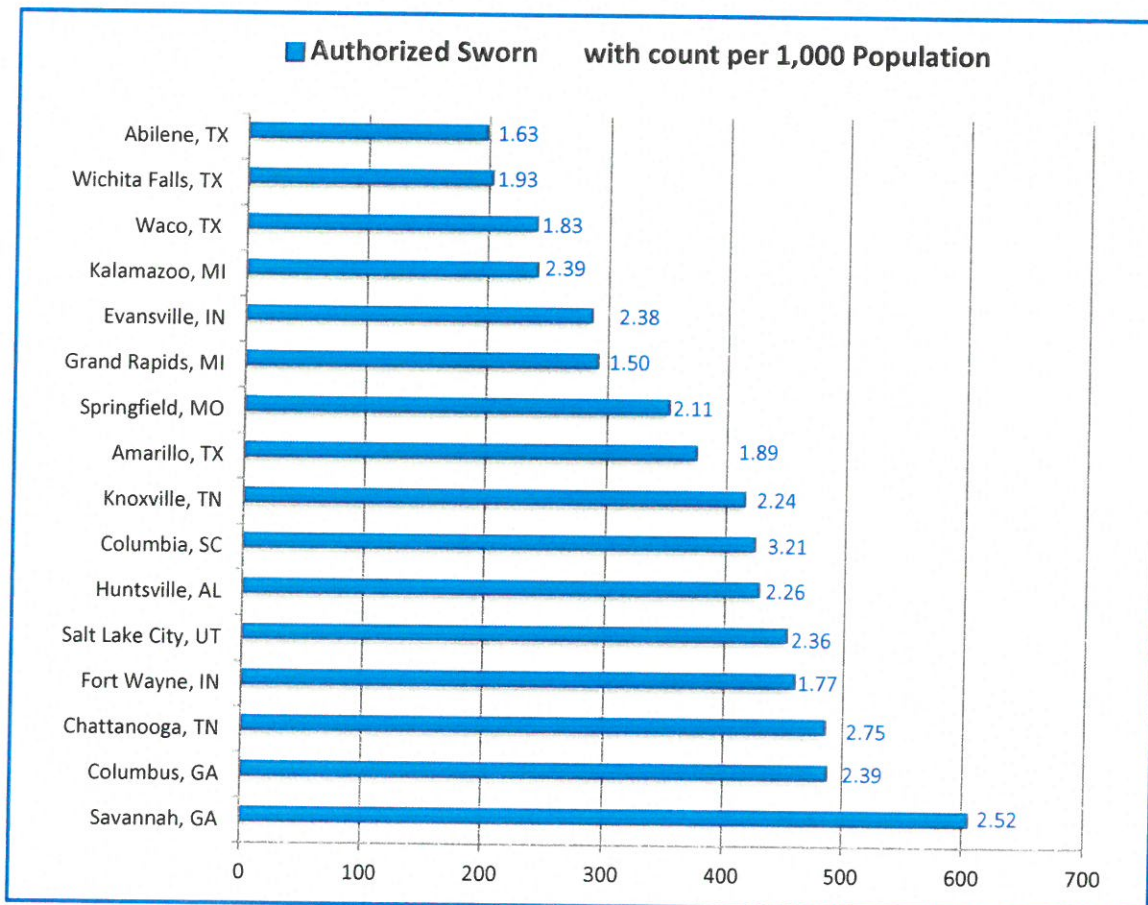
⁽²⁾ Columbus, GA's CFS is for 2015.

⁽³⁾ Kalamazoo, MI's CFS is for 2015. Kalamazoo operates a public safety department whereby all personnel are trained to perform fire, EMS and police duties. Total CFS include all calls the department responded to and is not broken down by fire/EMS/police calls.

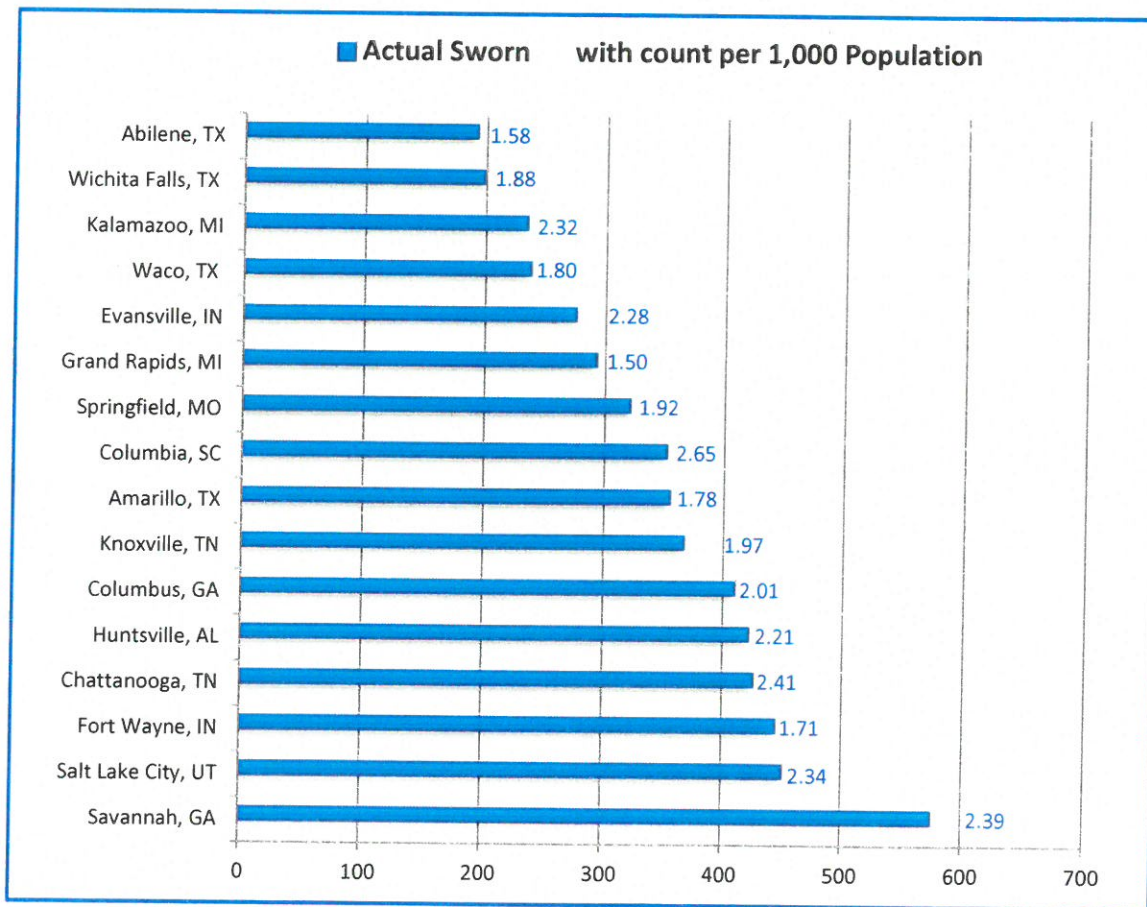
⁽⁴⁾ Salt Lake City, UT's CFS include Officer-Initiated and Dispatch-Handled Calls.

⁽⁵⁾ Waco, TX's actual sworn personnel count is from FBI 2015 data. Their 2016 report shows 156,055 as 911 calls.

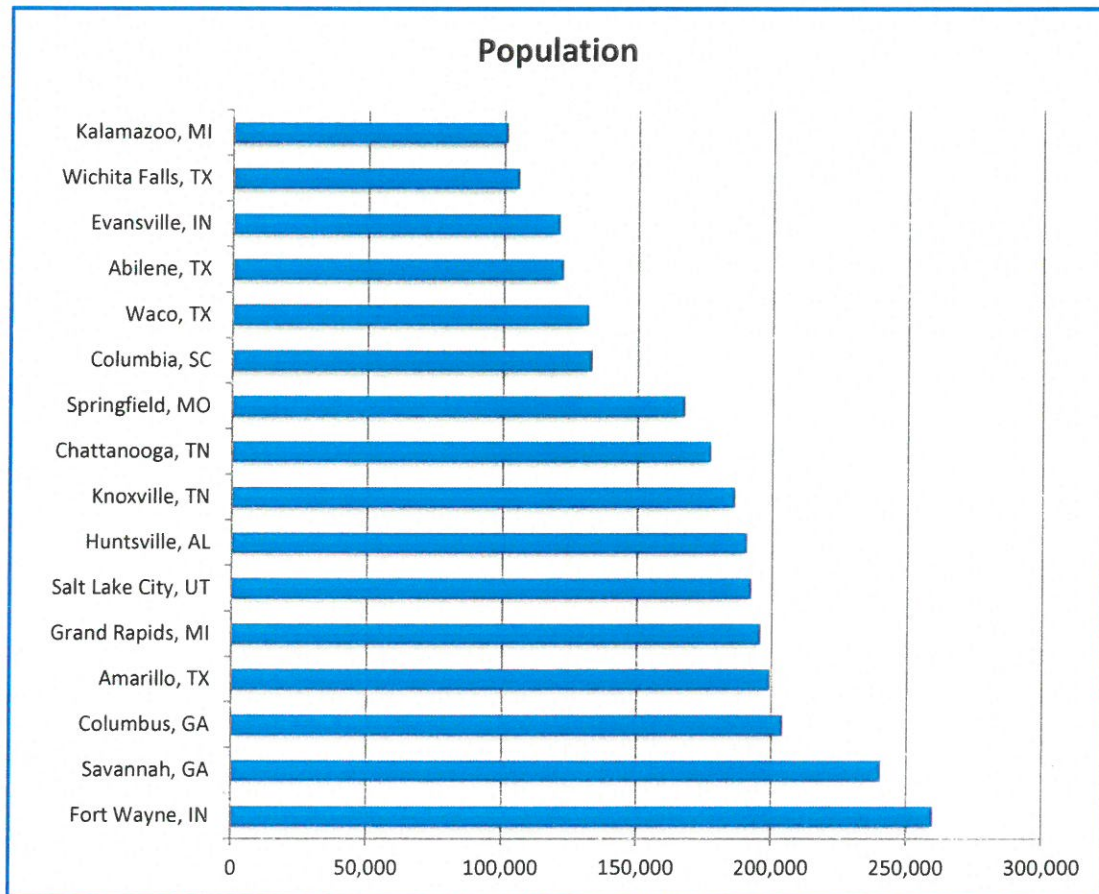
<u>2016</u>	<u>Authorized Sworn</u>	<u>Per 1,000 in Population</u>
Savannah, GA	605	2.52
Columbus, GA	488	2.39
Chattanooga, TN	486	2.75
Fort Wayne, IN	460	1.77
Salt Lake City, UT	453	2.36
Huntsville, AL	429	2.26
Columbia, SC	425	3.21
Knoxville, TN	416	2.24
Amarillo, TX	375	1.89
Springfield, MO	352	2.11
Grand Rapids, MI	292	1.50
Evansville, IN	287	2.38
Kalamazoo, MI	241	2.39
Waco, TX	240	1.83
Wichita Falls, TX	203	1.93
Abilene, TX	198	1.63



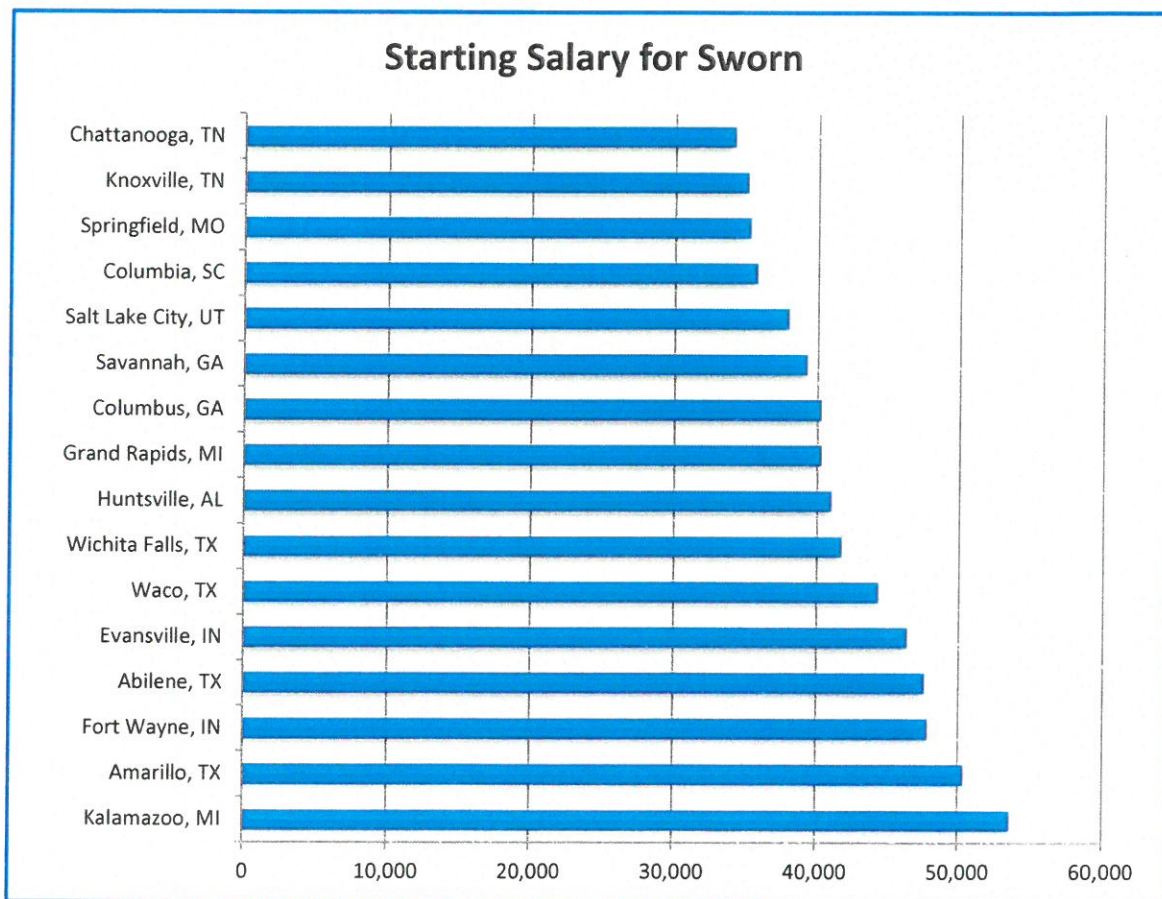
<u>2016</u>	<u>Actual Sworn</u>	<u>Per 1,000 in Population</u>
Savannah, GA	575	2.39
Salt Lake City, UT	450	2.34
Fort Wayne, IN	444	1.71
Chattanooga, TN	425	2.41
Huntsville, AL	421	2.21
Columbus, GA	409	2.01
Knoxville, TN	366	1.97
Amarillo, TX	354	1.78
Columbia, SC	351	2.65
Springfield, MO	320	1.92
Grand Rapids, MI	292	1.50
Evansville, IN	275	2.28
Waco, TX	237	1.80
Kalamazoo, MI	234	2.32
Wichita Falls, TX	198	1.88
Abilene, TX	192	1.58



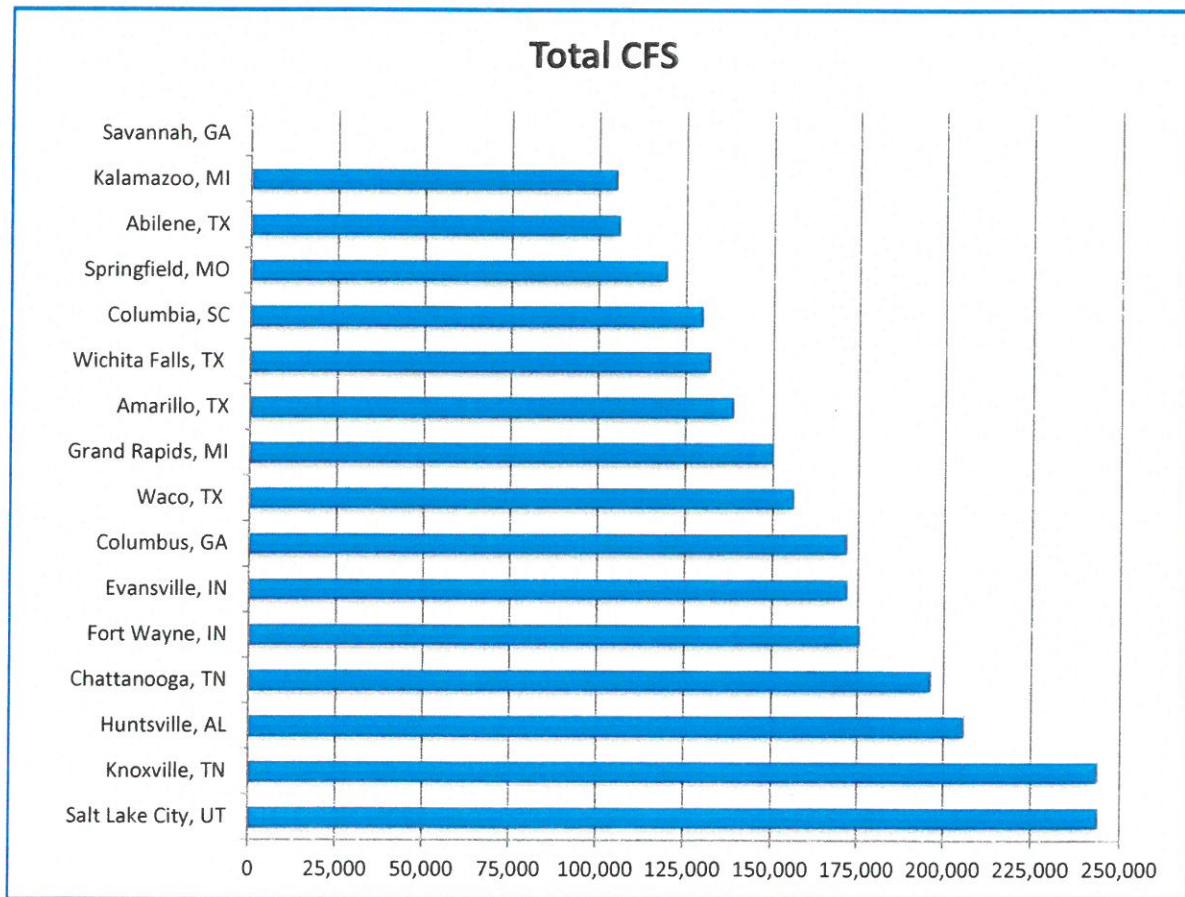
<u>2016</u>	<u>Population</u>
Fort Wayne, IN	259,712
Savannah, GA	240,178
Columbus, GA	203,778
Amarillo, TX	198,770
Grand Rapids, MI	195,268
Salt Lake City, UT	191,992
Huntsville, AL	190,106
Knoxville, TN	185,638
Chattanooga, TN	176,588
Springfield, MO	166,860
Columbia, SC	132,495
Waco, TX	131,413
Abilene, TX	121,764
Evansville, IN	120,414
Wichita Falls, TX	105,186
Kalamazoo, MI	100,798



<u>2016</u>	<u>Starting Salary for Sworn</u>
Kalamazoo, MI	53,573
Amarillo, TX	50,331
Fort Wayne, IN	47,758
Abilene, TX	47,527
Evansville, IN	46,293
Waco, TX	44,272
Wichita Falls, TX	41,700
Huntsville, AL	40,972
Grand Rapids, MI	40,232
Columbus, GA	40,210
Savannah, GA	39,230
Salt Lake City, UT	37,918
Columbia, SC	35,702
Springfield, MO	35,214
Knoxville, TN	35,035
Chattanooga, TN	34,118



<u>2016</u>	<u>Total CFS</u>
Salt Lake City, UT	243,604
Knoxville, TN	243,357
Huntsville, AL	205,678
Chattanooga, TN	196,067
Fort Wayne, IN	175,422
Evansville, IN	171,749
Columbus, GA	171,386
Waco, TX	156,055
Grand Rapids, MI	150,032
Amarillo, TX	138,601
Wichita Falls, TX	131,924
Columbia, SC	129,741
Springfield, MO	119,414
Abilene, TX	105,862
Kalamazoo, MI	105,000
Savannah, GA	



STARTING SALARY FOR SWORN OFFICER

<u>MISSOURI</u>	<u>LE SALARY</u>
Creve Coeur	53,016
O'Fallon	51,750
Florissant	50,149
St. Louis County	48,256
Independence	43,670
St. Louis City PD	43,424
Kansas City PD	43,404
MSHP	41,160
Columbia	40,253
Springfield	35,214
Willard	34,733
Joplin	33,894
Ozark	33,779
Branson	33,639
GSCO	32,968
Republic	32,385
Nixa	31,878



STRENGTH LEVELS - MAY 23, 2017

SWORN		
352	Authorized Positions	
16	Less Vacant Positions	
336		
10	Less Academy, Lateral, or Early Hire	
326		
9	Less FTO	
317		
4	Less Military Leave	
313		
	Less Light Duty/Injured/Detached/Leave of Absence/Ext. Sick	
4		
309	ACTUAL NO. AVAILABLE FOR DUTY	

**Spring 2017
(Supplement to 2016)**



Salary Survey Results
Analyzed in Thirds

Police Group Only





Salary Survey Participants

Benchmark Cities	Cost of Living*	City Population
Abilene, Texas	92.8	120,099
Amarillo, Texas	86.0	196,429
Chattanooga, Tennessee	95.1	173,366
Columbia, South Carolina	95.1	133,358
Columbus, Georgia	89.6	202,824
Fort Wayne, Indiana	86.2	256,496
Grand Rapids, Michigan	92.4	192,294
Huntsville, Alabama	91.2	186,254
Kalamazoo, Michigan	85.3	75,548
Knoxville, Tennessee	86.4	183,270
Salt Lake City, Utah	96.4	191,180
Savannah, Georgia	90.9	142,772
Springfield, Missouri	88.7	164,122
Waco, Texas	92.0	129,030
Wichita Falls, Texas	89.8	104,898

A salary survey request was sent to Evansville, IN and no response was received.

*Data from the Cost of Living Index published by the Council for Community and Economic Research in January 2016 which includes 2015 Annual Average Data.



SPRING 2017 (SUPPLEMENT TO 2016 SALARY SURVEY) POLICE ONLY INSTRUCTION SHEET

In May 2017, the City's fourteen (14) benchmark cities were surveyed to identify authorized increases since March 1, 2016, for the designated police positions. Eight (8) of the fourteen (14) cities responded. The data has been incorporated and compared accordingly.

Please note the following definitions concerning the enclosed annual salary survey data:

MAXIMUM: This is the survey city's maximum annual salary rate for the matched position rounded to the nearest dollar. If the position is on contract, the salary is negotiated or if no salary maximum is established, the current salary rate is reported as the maximum.

SPRINGFIELD MAXIMUM: This is the City of Springfield's maximum annual salary rate for the benchmark position rounded to the nearest dollar. If the position is on contract or no salary range is established, the current salary rate is reported as the maximum. For some Professional, Administrative and Technical (PAT) and Crafts, Trades, and Labor (CTL) positions, the Springfield Maximum includes an additional increase for the occupational series pay program.

PERCENT DIFFERENCE: This indicates the percentage difference between the City of Springfield's maximum annual salary rate and the survey city's maximum annual salary rate.

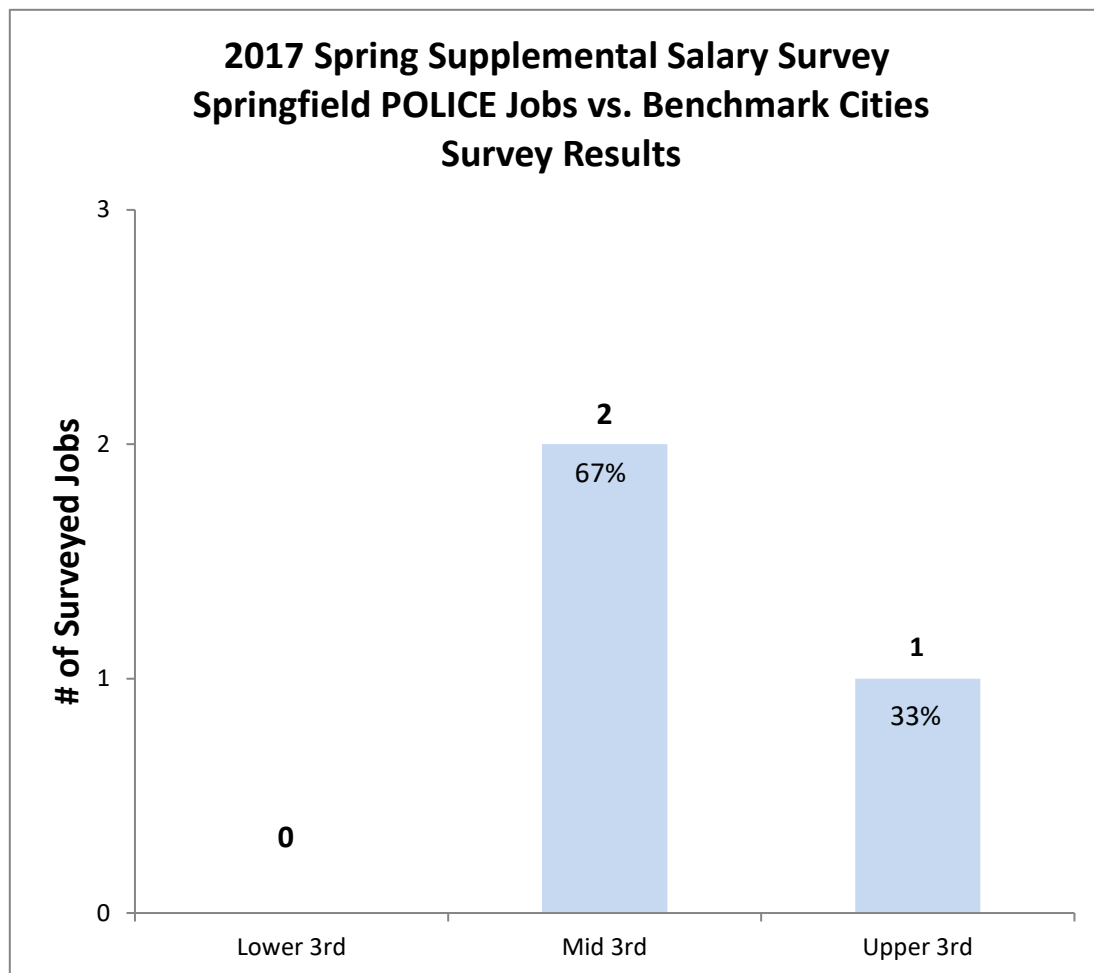
NM: This indicates there is no corresponding match between the City of Springfield's benchmark position and the surveyed City or local organization.

2017 Spring (Supplement to 2016 Salary Survey) Police Positions Only - Summary

Position Title	Benchmark City Responses
Police Officer	8
Police Sergeant	8
Police Lieutenant	8

Benchmark Cities Comparison:

Lower 3rd	Mid 3rd	Upper 3rd
0	2	1
0%	67%	33%



**2016 SALARY SURVEY
POLICE**

JOB: POLICE OFFICER

LES-2

Primary Purpose:

Performs general police duties, processes and operations for the protection of life and property through the enforcement of federal and state laws as well as municipal ordinances. Works special police assignments as required.

Supervision:

Works under direct supervision of the unit supervisor.

Experience, Education and Training:

Must be a high school graduate or have a G.E.D. In addition, must possess 60 semester hours from an accredited college or university; or Class A POST certified peace officer; or two years of active duty military service with an honorable discharge; or possess a Missouri Class B certification as a peace officer plus at least two years of full time law enforcement experience within the last 5 years; or possess 30 semester hours from an accredited college or university plus three years of experience as a Springfield Police Cadet to enter the Academy. Law enforcement experience and/or education preferred, but not required.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Abilene	TX	\$46,143	\$68,889	16.82%
Salt Lake City	UT	\$37,440	\$68,640	16.40%
Grand Rapids	MI	\$43,523	\$68,499	16.16%
Waco	TX	\$48,382	\$66,720	13.15%
Wichita Falls	TX	\$48,125	\$63,500	7.69%
Savannah	GA	\$39,230	\$60,807	3.12%
Huntsville	AL	\$38,958	\$59,467	0.85%
Kalamazoo**	MI	\$39,021	\$59,093	0.21%
Springfield	MO	\$34,466	\$58,968	
Amarillo	TX	\$46,836	\$53,568	-9.16%
Fort Wayne	IN	\$52,024	\$52,024	-11.78%
Columbus	GA	\$33,770	\$51,385	-12.86%
Columbia	SC	\$33,336	\$50,004	-15.20%
Knoxville	TN	\$35,035	\$47,298	-19.79%
Chattanooga	TN	\$35,913	\$45,494	-22.85%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS

**Kalamazoo union contract based on a 42 hour week. The hourly rate was multiplied by 2080 for consistency of this survey.

SPRING 2017 (SUPPLEMENT TO 2016 SALARY SURVEY)
POLICE

JOB: POLICE OFFICER

LES-2

Primary Purpose:

Performs general police duties, processes and operations for the protection of life and property through the enforcement of federal and state laws as well as municipal ordinances. Works special police assignments as required.

Supervision:

Works under direct supervision of the unit supervisor.

Experience, Education and Training:

Must be a high school graduate or have a G.E.D. In addition, must possess 60 semester hours from an accredited college or university; or Class A POST certified peace officer; or two years of active duty military service with an honorable discharge; or possess a Missouri Class B certification as a peace officer plus at least two years of full time law enforcement experience within the last 5 years; or possess 30 semester hours from an accredited college or university plus three years of experience as a Springfield Police Cadet to enter the Academy. Law enforcement experience and/or education preferred, but not required.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Salt Lake City	UT	\$37,908	\$69,498	15.37%
Abilene	TX	\$46,143	\$68,889	14.36%
Grand Rapids	MI	\$43,523	\$68,499	13.72%
Waco	TX	\$48,382	\$66,720	10.76%
Wichita Falls	TX	\$48,606	\$64,135	6.47%
Savannah	GA	\$40,054	\$62,084	3.07%
Springfield	MO	\$35,214	\$60,237	
Huntsville	AL	\$38,958	\$59,467	-1.28%
Kalamazoo**	MI	\$39,021	\$59,093	-1.90%
Columbus	GA	\$36,167	\$55,033	-8.64%
Amarillo	TX	\$46,836	\$53,568	-11.07%
Fort Wayne	IN	\$52,024	\$52,024	-13.63%
Columbia	SC	\$33,336	\$50,004	-16.99%
Knoxville	TN	\$35,911	\$48,480	-19.52%
Chattanooga	TN	\$36,631	\$46,404	-22.96%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS

**Kalamazoo union contract based on a 42 hour week. The hourly rate was multiplied by 2080 for consistency of this survey.

**2016 SALARY SURVEY
POLICE**

JOB: POLICE SERGEANT

LES-10

Primary Purpose:

Provides leadership, supervises, plans, organizes, coordinates and directs the activities of assigned squad, unit, or work shift in general law enforcement, investigations, technical or support operations.

Supervision:

Under the direct supervision of the section commander. Directly supervises a varying number of uniformed/plain clothes police officers, corporals, and civilian personnel.

Experience, Education and Training:

Associate's Degree in Criminal Justice / Criminology, or a related area; or its equivalency of a minimum of 60 semester hours with an emphasis in Criminal Justice / Criminology. Plus, at least two (2) consecutive years of service at the rank of Police Corporal with the Springfield Police Department; or at least eight (8) consecutive years of service as a Police Officer or Police Recruit, after successful completion of the candidate's most recent FTO, with the Springfield Police Department.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Salt Lake City	UT	\$54,766	\$94,786	24.20%
Savannah	GA	\$52,005	\$80,608	5.63%
Abilene	TX	\$76,907	\$79,694	4.43%
Waco	TX	\$72,305	\$77,695	1.81%
Amarillo	TX	\$74,100	\$76,968	0.86%
Springfield	MO	\$44,304	\$76,315	
Grand Rapids	MI	\$71,899	\$74,896	-1.86%
Kalamazoo	MI	\$69,846	\$73,798	-3.30%
Wichita Falls	TX	\$64,377	\$72,500	-5.00%
Huntsville	AL	\$47,174	\$72,113	-5.51%
Columbia	SC	\$41,413	\$64,190	-15.89%
Fort Wayne	IN	\$63,653	\$63,653	-16.59%
Knoxville	TN	\$45,461	\$62,736	-17.79%
Columbus	GA	\$41,145	\$62,608	-17.96%
Chattanooga	TN	\$45,494	\$61,139	-19.89%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS

SPRING 2017 (SUPPLEMENT TO 2016 SALARY SURVEY)
POLICE

JOB: POLICE SERGEANT

LES-10

Primary Purpose:

Provides leadership, supervises, plans, organizes, coordinates and directs the activities of assigned squad, unit, or work shift in general law enforcement, investigations, technical or support operations.

Supervision:

Under the direct supervision of the section commander. Directly supervises a varying number of uniformed/plain clothes police officers, corporals, and civilian personnel.

Experience, Education and Training:

Associate's Degree in Criminal Justice / Criminology, or a related area; or its equivalency of a minimum of 60 semester hours with an emphasis in Criminal Justice / Criminology. Plus, at least two (2) consecutive years of service at the rank of Police Corporal with the Springfield Police Department; or at least eight (8) consecutive years of service as a Police Officer or Police Recruit, after successful completion of the candidate's most recent FTO, with the Springfield Police Department.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Salt Lake City	UT	\$55,451	\$95,971	23.11%
Savannah	GA	\$53,097	\$82,301	5.57%
Abilene	TX	\$76,907	\$79,694	2.23%
Springfield	MO	\$45,261	\$77,958	
Waco	TX	\$72,305	\$77,695	-0.34%
Amarillo	TX	\$74,100	\$76,968	-1.27%
Grand Rapids	MI	\$71,899	\$74,896	-3.93%
Kalamazoo	MI	\$69,846	\$73,798	-5.34%
Wichita Falls	TX	\$65,021	\$73,225	-6.07%
Huntsville	AL	\$47,174	\$72,113	-7.50%
Knoxville	TN	\$46,598	\$64,304	-17.51%
Columbia	SC	\$41,413	\$64,190	-17.66%
Columbus	GA	\$41,968	\$63,860	-18.08%
Fort Wayne	IN	\$63,653	\$63,653	-18.35%
Chattanooga	TN	\$46,404	\$62,362	-20.01%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS

**2016 SALARY SURVEY
POLICE**

JOB: POLICE LIEUTENANT

LES-12

Primary Purpose:

Plans, organizes, and supervises law enforcement staff for an assigned section or zone.

Supervision:

Under the general supervision of the Police Chief, Police Major, or Police Captain as assigned. Supervises subordinates for a section or zone including sergeants, corporals, uniformed/plain clothes police officers, and/or civilian personnel, as assigned.

**Experience,
Education and
Training:**

Bachelor's Degree in Law Enforcement or a related field. Must have at least two (2) consecutive years of service, immediately prior to the last day of the job posting, with the Springfield Police Department as a Police Sergeant.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Salt Lake City	UT	\$63,398	\$109,720	37.76%
Abilene	TX	\$88,616	\$91,230	14.55%
Savannah	GA	\$58,212	\$90,229	13.29%
Amarillo	TX	\$84,000	\$87,264	9.57%
Waco	TX	\$84,066	\$87,201	9.49%
Grand Rapids	MI	\$81,827	\$86,685	8.84%
Wichita Falls	TX	\$74,044	\$81,751	2.65%
Kalamazoo	MI	\$74,922	\$81,702	2.59%
Springfield	MO	\$49,150	\$79,643	
Huntsville	AL	\$49,545	\$75,691	-4.96%
Columbia	SC	\$47,858	\$74,180	-6.86%
Knoxville	TN	\$51,730	\$72,939	-8.42%
Fort Wayne	IN	\$70,732	\$70,732	-11.19%
Columbus	GA	\$45,417	\$69,108	-13.23%
Chattanooga	TN	\$52,739	\$68,813	-13.60%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS

SPRING 2017 (SUPPLEMENT TO 2016 SALARY SURVEY)
POLICE

JOB: POLICE LIEUTENANT

LES-13

Primary Purpose:

Plans, organizes, and supervises law enforcement staff for an assigned section or zone.

Supervision:

Under the general supervision of the Police Chief, Police Major, or Police Captain as assigned. Supervises subordinates for a section or zone including sergeants, corporals, uniformed/plain clothes police officers, and/or civilian personnel, as assigned.

Experience, Education and Training:

Bachelor's Degree in Law Enforcement or a related field. Must have at least two (2) consecutive years of service, immediately prior to the last day of the job posting, with the Springfield Police Department as a Police Sergeant.

Occupational Series:

Police

CITY	STATE	MINIMUM	MAXIMUM	PERCENT DIFFERENCE
Salt Lake City	UT	\$64,190	\$111,092	31.00%
Abilene	TX	\$88,616	\$91,230	7.58%
Savannah	GA	\$59,434	\$92,124	8.63%
Amarillo	TX	\$84,000	\$87,264	2.90%
Waco	TX	\$84,066	\$87,201	2.83%
Grand Rapids	MI	\$81,827	\$86,685	2.22%
Springfield	MO	\$53,810	\$84,802	
Wichita Falls	TX	\$74,784	\$82,569	-2.63%
Kalamazoo	MI	\$74,922	\$81,702	-3.65%
Huntsville	AL	\$49,545	\$75,691	-10.74%
Knoxville	TN	\$53,023	\$74,762	-11.84%
Columbia	SC	\$47,858	\$74,180	-12.53%
Fort Wayne	IN	\$72,147	\$72,147	-14.92%
Columbus	GA	\$46,325	\$70,490	-16.88%
Chattanooga	TN	\$53,794	\$70,189	-17.23%

*DOUBLE LINES DIVIDE UPPER, MIDDLE, AND LOWER THIRDS